

Interprofessional Learning Network

2020 Workforce Vision Workshop

The Importance of Leadership

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Outline

1. The context of change
2. The leadership challenges
3. What does this mean for how we think about leadership?
4. What does it mean for you in your role?

Our 2020 Vision

Our vision is that by 2020 everyone is able to live longer and healthier lives at home, or in a homely setting.

We will have a healthcare system where we have **integrated** health and social care, **a focus on prevention, anticipation and supported self management**. When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm. Whatever the setting, **care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions**. There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

Scottish Government, 2012

Healthcare Quality Strategy: *Reflects what people expect*



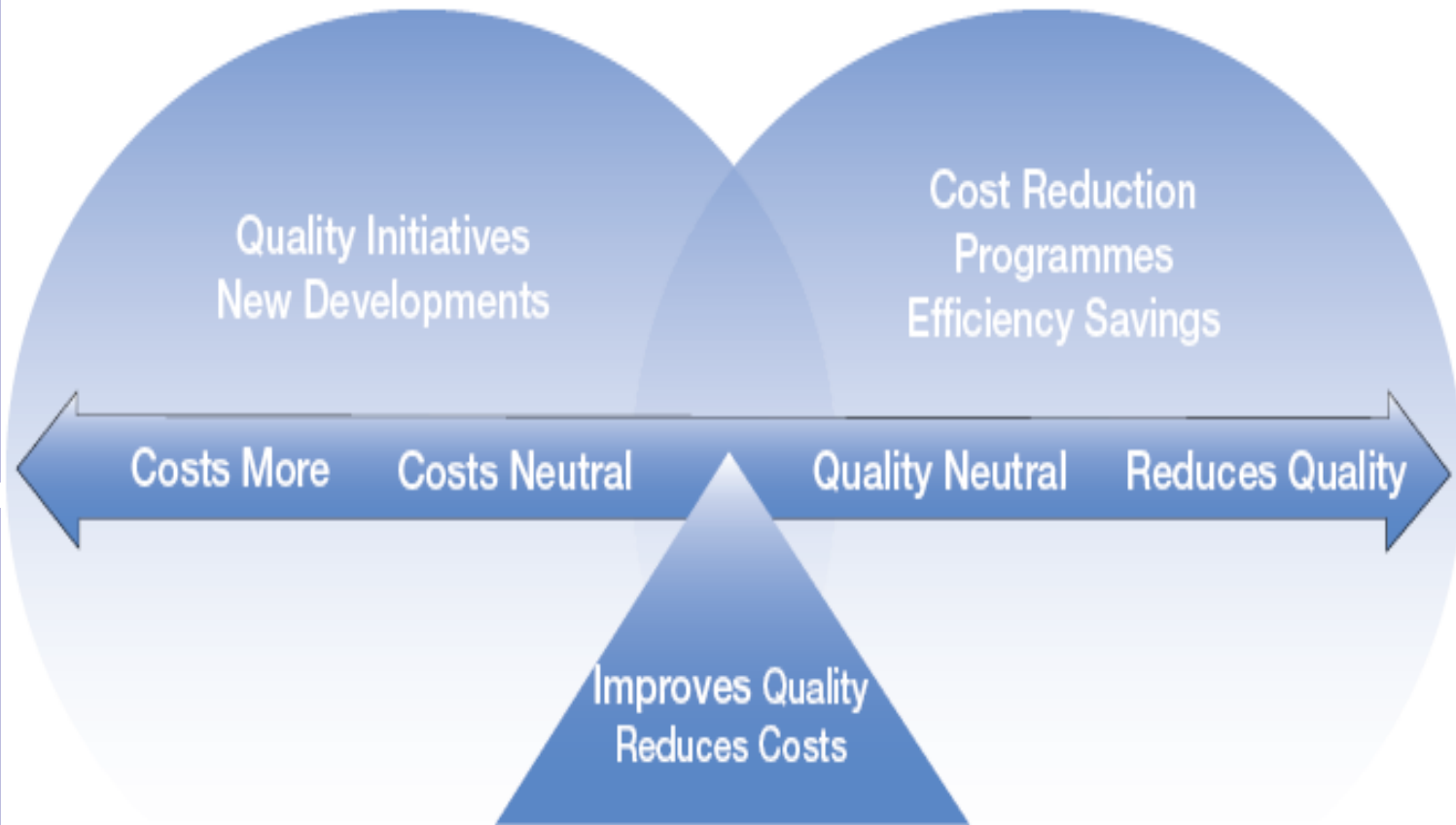
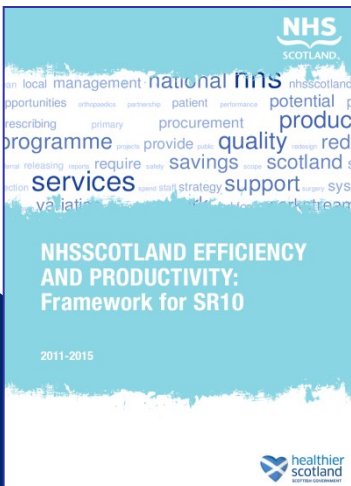
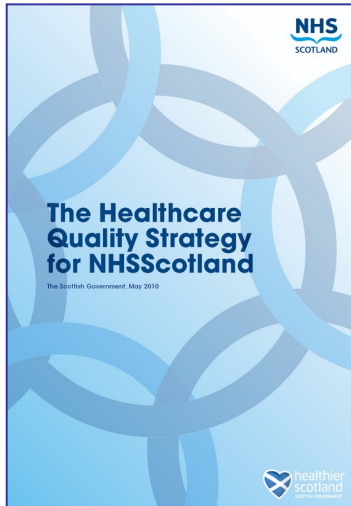
- Caring and compassionate staff
- Clear communication
- Effective collaboration
- A clean and safe care environment
- Continuity of care
- Clinical excellence

Nurturing Quality



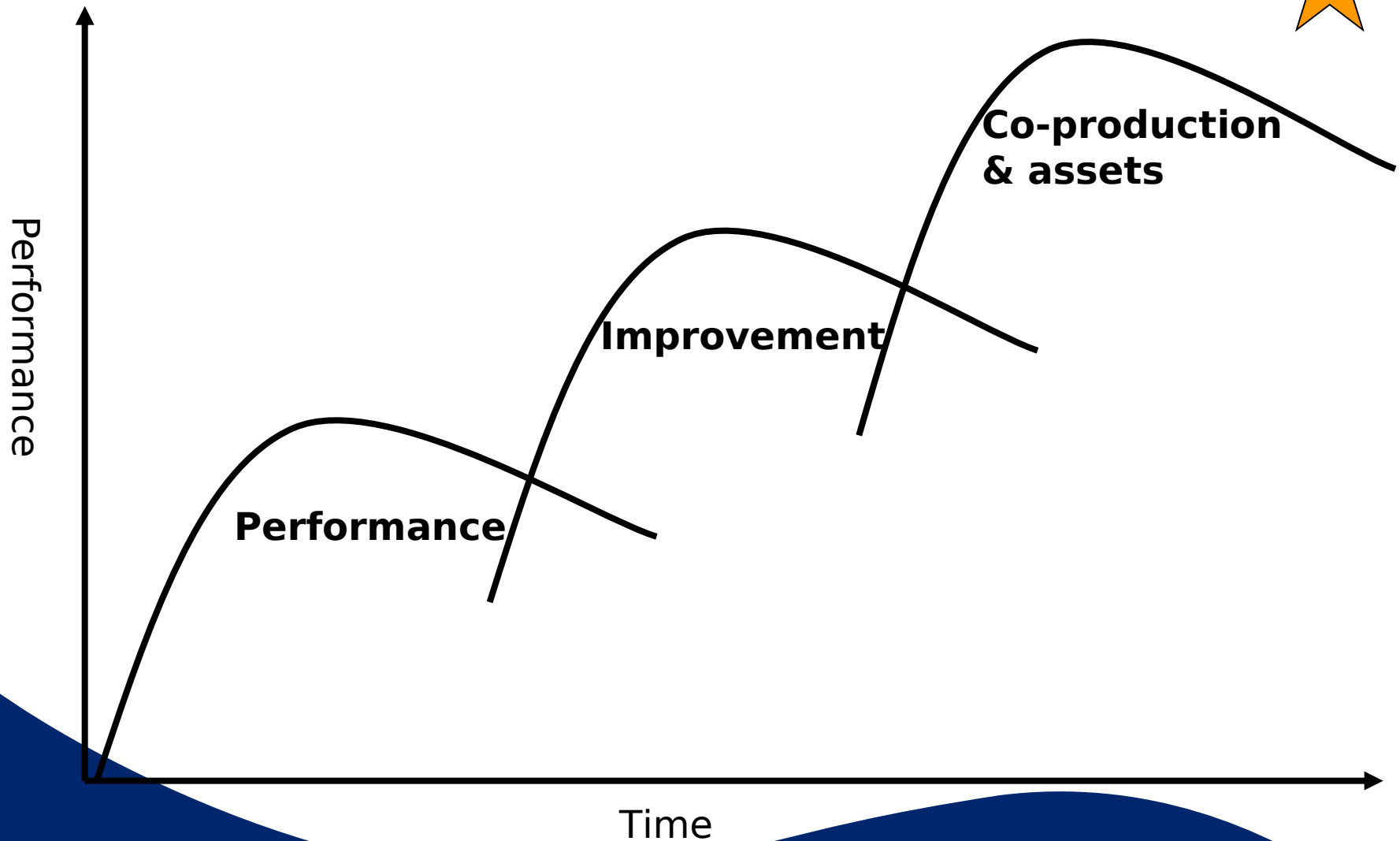
- Person-centred values and behaviours
- Safe care and effective interventions delivered reliably across whole system pathways
- Enabling infrastructure - the right conditions, resources and governance

Sustainable Quality





Getting to the third curve



Being person-centred makes sense...

“The findings make it clear that cultures of engagement, positivity, caring, compassion and respect for all – staff, patients and the public – provide the ideal environment within which to care for the health of the nation. When we care for staff, they can fulfil their calling of providing outstanding professional care for patients”

Michael West et al, 2012, p15.

Person-centered practice



The main leadership challenge....

*“One of the main challenges for the UK public sector is to deliver improved services through a **motivated workforce** in an age of austerity”*

Deloitte (2010)

Our 2020 Workforce Vision

We will respond to the needs of the people we care for, adapt to new, improved ways of working, and work seamlessly with colleagues and partner organisations. We will continue to modernise the way we work and embrace technology. We will do this in a way that lives up to our core values

Together, we will create a great place to work and deliver a high quality healthcare service which is among the best in the world

Our values

The values that are shared across Scotland's Health Service are:

- Care and compassion
- Dignity and respect
- Openness, honesty and responsibility
- Quality and teamwork

Making sure it happens

- Putting the Staff Governance standard into practice in all that we do
- Ensuring that everyone is clear about the values and behaviours expected of them
- Empowering teams and individuals to innovate
- Nurturing and developing team working and professionalism
- Employing people who demonstrate our core values
- Recognising achievement and effort of individuals and teams
- Valuing and developing management skills and competencies and having managers who lead by example
- Developing leadership skills and competencies at all levels
- Recognising and valuing the role of carers in the delivery of health care
- Creating a culture of organisational learning
- Valuing on the job learning

A challenging context...



- Complexity
- Cultural change
- High levels of public expectation and interest
- Changing demographics
- Achieving public value
- Collaborative working across traditional boundaries
- Co production
- Diversity and equality
- Global recession

So, what might it *feel* like?



Exhilarating
Stimulating
Busy
Anxiety-provoking
Scary
Frustrating & disappointing
Distressing
Lack of focus
Loss of meaning
Lack of alignment

New world leadership ...



We are moving ...

From “Old World” ...

- Lower complexity, slower change
- Learning has a long shelf- life
- “The senior ones know most”
- Somewhere ‘someone’ knows
- Doing more of the same is the rule



...To “New World”

- High complexity, fast change
- Learning has a short shelf-life
- Knowledge is scattered
- No individual can pretend to ‘know’
- Innovation is the ‘rule’

Meaning shifting roles...

From “I manage”...

- My team reports to me
- I have a hierarchical role
- I understand what is happening
- I have fixed objectives
- I manage by fixing things myself
- I manage from knowledge and experience



To “I lead...”

- We are part of a virtual network
- *Influencing* is the way forward
- I manage projects
- I cope with ambiguity
- I lead teams to fix things
- I lead without knowledge and experience

Pause to reflect

To what extent
does this reflect
your personal
experience?

How far has your
team made this
shift towards a new
world?



Leadership defined

“Leadership is a performing art – a collection of practices and behaviours rather than a position “

Kouzes and Posner (2005)



Engaging leadership

- Concern for the needs of staff
- Empowering staff by trusting them to take decisions
- Listening to others ideas and being willing to accommodate them
- Finding time to discuss issues despite being very busy
- Supporting others by coaching and mentoring
- Inspiring all staff to fully contribute to the work of them team
- Actively promoting the achievements of the team to the outside world

Alimo-Metcalfe,
2008

Distributed leadership

- Keeps the person at the centre
- Includes positional leaders AND leadership as a social process
- Role of the positional leader is to encourage others to exercise leadership
- Leadership as practices and organisational interventions not just leader attributes
- Relationship based – conversations as core business process
- Developing skills to engage, collaborate, across systems and sectors

“Leadership must be exercised across shifts, 24/7, and reach every individual; good practice can be destroyed by one person who fails to see themselves as able to exercise leadership, as required to promote organisational change or who leaves something undone or unsaid because someone else is supposed to be in charge.

The NHS needs people to think of themselves as leaders not because they are personally exceptional, senior or inspirational to others, but because they can see what needs doing and can work with others to do it.”

Turnbull James, The King’s Fund, 2011, p.18

Adaptive leadership?

Where we are facing ‘adaptive’ challenges, i.e., “systemic problems with no ready answers”, the solutions exist not in the single leader but rather...

“in the collective intelligence of employees at all levels, who need to use one another as resources, often across boundaries, and learn their way to those solutions”.

Heifetz & Laurie, 1997 (p.124-134)

Leadership across networks?

“There is a transition occurring from the old paradigm in which leadership resided in a person or a role, to a new one in which leadership is a collective process that is spread throughout networks of people”.

Nick Petrie (Center for Creative Leadership), 2011,
p.6

Adaptive leadership

“Rather than fulfilling the expectations that they will provide answers, leaders have to ask tough questions. Rather than protecting people from outside threats, leaders allow them to feel the pinch of reality in order to stimulate them to adapt. Instead of orientating people to their current roles, leaders must disorientate them so that new relationships can develop. Instead of quelling conflict, leaders have to draw the issues out. Instead of maintaining norms, leaders have to challenge ‘the way we do business’ and help others distinguish immutable values from historical practices that must go”

Heifetz and Laurie, 1997

Being a leader

Know yourself, be authentic

Seek to understand others

Be aware of your impact on others

Reflective practice

Emotional resilience

Building effective relationships

And it is all about relationships.....



Relationship with self

Relationship with others

Relationship with
organisation and beyond

Who supports those who support others?

Learning networks
'communities of practice'
Development *in situ*
Action learning
Coaching
Mentoring

It's about you



Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.

Barack Obama

Commitment to reflection and action



- What has this raised for you?
- How does it relate to your current context?
- What one thing might you do to strengthen your leadership?